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Seventh Annual Report
Behavior in Groups
Test of a Proposed Theory of Leadership
Contract N7 ONR 35609
Group Psychology Branch
Office of Naval Research
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Bernard M. Bass, Principal Investigator

I. INTRODUCTION

The contract was responsible for the publication of a book and several articles during the period November, 1959 through November, 1960. "Leadership and Interpersonal Behavior", the edited proceedings of a symposium held in March, 1959 was published (Petrullo and Bass, 1961). Also published in book form as a chapter was the extension of the theory of leadership to understanding conformity phenomena (Bass, 1961). In addition, articles appeared or were in press: (1) describing the verification of three theorems about successful leadership ability and group effectiveness (Bass, 1961c); (2) a comparison of objective indices of behavior in groups with observers, participants and self-ratings of the same behavior (Gurman & Bass, in press); (3) a test of the theorem that we want to be esteemed most by those we esteem (Wurster, Bass, & Alcock, in press); and (4) an evaluation of a film reaction test as a measure of sensitivity training (Bass, in press).

Negotiations are almost completed for publishing the SIT Inventory to identify self, interaction and task-oriented subjects. A manual has been constructed summarizing research with the SIT.

A two-day research planning conference was held in April at Dauphin Island, Alabama attended by investigators from Tulane University, Mississippi Southern College and Louisiana State University.

II. RESEARCH REPORTS COMPLETED

Technical Reports 24 through 27, described in the preceding annual report were completed and distributed during the current reporting period (Bass, 1961,d-f; Frye & Stritch, 1961).

A doctoral dissertation (Frye, 1961) examined the differential effects of success or failure as leaders on self, interaction and task-oriented quartets under conditions when the groups were reported effective or ineffective. Significant trends emerged, some in line with theory expounded in Bass (1960, Chapter 8), others requiring modification of theory.

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For a master's thesis, Campbell (1960) paired self, interaction and task-oriented Ss so that every S of a particular type met every other after three pairings. Each dyad was formed to evaluate a man's face by ranking 10 traits after a discussion. Both subjective and objective comparisons were made of how the interaction varied in differentially composed dyads. Again, theoretical expectations were only partly confirmed. Results were more complex than expected.

III. REPORTS IN PREPARATION

The following research reports have been completed but not yet published, or are in preparation.

A. Modifying behavior in small groups

1. Discussion time in groups after the supervisor leaves as a function of prior partial vs. full reinforcement by the supervisor, (Frye & Stritch).
2. Effects of types of reinforcement on group behavior, (Frye, Stritch & Mullins).
3. Effects of time pressure on group behavior, (Frye & Stritch).
4. Effects of group size on group effectiveness and behavior and the significance of oddness vs. evenness in size, (Frye & Stritch).
5. The reliability of objective group behavior indices based on rankings, (Frye & Stritch).

B. Self, Interaction and Task Orientation

1. Further studies with professional women secretaries on effects of group composition on leadership and member behavior, (Bass & Duntzman).
2. Orientation of good and poor supervisors and foremen; of supervisory and non-supervisory engineers in a chemical plant, (Duntzman & Bass).
3. Orientation and college achievement (Duntzman, Stritch, South & Butler).
4. Orientation and reactions to acceptance-rejection in a two-person situation, (Kanfer & Bass).

C. Simulated organizations

1. Simulating manufacturing organizations in an industrial psychology class, (Duntzman & Bass).
2. Competition between overlapping committee, simple and complex line-staff simulated manufacturing organizations, (Vaughan, Duntzman & Bass).
3. Simulating the "man-in-the-middle": preliminary findings with college sophomores, (Vaughan & Bass).

D. Intergroup Conflict

1. Intergroup versus interindividual competition, (Gates, Frye & Stritch).
2. Biases in the evaluation of one's own group, its allies and opponents, (Bass)

E. Leadership Training

1. Mood changes during a sensitivity training laboratory, (Bass).

IV. RESEARCH IN PROGRESS

In the following studies, data collection and analysis are now in progress:*

A. Behavior in small groups

1. Correlation of relative successful leadership, , with an optimally weighted prediction of post-discussion from pre-discussion rankings, (Dunteman).
2. Factor analyses of objective indices of group behavior and a battery of personality tests, (Dunteman).

B. Self, interaction and task-orientation

1. Personal history and orientation, (Dunteman).
2. Changes in orientation from childhood through senescence, (Frye & Campbell).
3. Differential effectiveness of differently composed dyads, (Bass & Stimpson).
4. Fakability of the SIT Inventory, (Bass & Stimpson).
5. Marital compatability as a function of the differential orientation of spouses, (Frye, South & Spruill).
6. Relation of children's orientation to that of their parents, (Frye, South & Spruill).
7. Orientation and reactions to Freudian interpretation vs. non-directive counseling, (Butler & Frye).
8. Psychopathic contrasted with paranoid convicted murderers, (Adams & Butler).
9. Delinquents on probation contrasted with institutionalized delinquents, (Adams, Butler & Frye).
10. Differential orientation of matched Southern Negroes and whites, (Frye & Butler).

* Some of these studies are being done without direct support of Contract N7 ONR 35609 but have been generated by previous contract research—or dovetail with current contract research efforts.

C. Simulated Organizations

1. Effects of effective and ineffective departmental performance, of "boss" support or rejection on supervisors behavior and reactions to "subordinates", (Vaughan and Bass).

D. Leadership Training

1. A review of the leadership training literature (1950-60) in terms of its implications for military leadership training, (Duntzman & Vaughan).

V. REFERENCES AND BIBLIOGRAPHY (1960-61)

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2. Bass, B. M. Independent and dependent variables of an apparatus to study leadership in simulated or real trios. Technical Note 3, Contract N7 onr 35609, Louisiana State University, December 1960b, 5 pp.
3. Bass, B. M. Some observations about a general theory of leadership and interpersonal behavior. In Petrullo, L., and Bass, B. M. (Eds.) Leadership and interpersonal behavior. New York: Holt, 1961a.
4. Bass, B. M. Conformity, deviation and a general theory of interpersonal behavior. In Conformity and deviation. Berg, I. A. and Bass, B. M. (Eds.) New York: Harper & Bros. 1961b, 38-100.
5. Bass, B. M. Some aspects of attempted, successful and effective leadership. J. appl. Psychology, 1961c, 45, 120-122.
6. Bass, B. M. Comparisons of the behavior in groups of self-oriented, interaction-oriented and task-oriented members. Technical Report 25, Contract N7 onr 35609, Louisiana State University, January 1961d, 88 pp.
7. Bass, B. M. Experiments in simulated manufacturing organizations. Technical Report 27, Contract N7 onr 35609, Louisiana State University, February 1961e, 139 pp.
8. Bass, B. M. Reactions to "Twelve Angry Men" as a measure of sensitivity training. J. appl. Psychol., in press. (Also, Technical Report 26, Contract N7 onr 35609, Louisiana State University, Baton Rouge, 1961f).

9. Campbell, H. Objective measurement of behavior in dyads of self, interaction and task-oriented members. Unpublished Master's thesis, Louisiana State University, 1961.
10. Frye, R. The effect of feedback of success and effectiveness on self, task and interaction-oriented group members. Unpublished doctoral dissertation, Louisiana State University, 1961.
11. Frye, R., Spruill, J. and Osburn, M. The effect of orientation type on task completion of elementary grades students. J. of Educational Psych., submitted.
12. Frye, R. and Stritch, T. Effect of group size on public and private coalescence. Technical Report 24, Contract N7 onr 35609, December, 1960.
13. Gurman, E. and Bass, B. M. Objective compared with subjective measures of the same behavior in groups. J. abnorm. soc. Psychol., in press.
14. Petrullo, L. and Bass, B. M. Leadership and interpersonal behavior. New York: Holt, Rinehart and Winston, 1961.
15. Wurster, C., Bass, B. M. and Alcock, W. A test of the proposition: We want to be esteemed most by those we esteem most highly. J. abnorm. soc. Psychol., in press.

VI. PROJECT PERSONNEL

Bernard M. Bass ($\frac{1}{2}$ time)	Principal investigator
George Duntzman ($\frac{1}{2}$ time)	Research assistant
Agnew Vaughan ($\frac{1}{2}$ time)	Research assistant
Roland Frye	Consultant
Thomas Stritch	Consultant
Susan Ellaby	Project secretary

A re-negotiation of overhead charges retroactive to July 1958 resulted in the loss of over 50 per cent of the funds budgeted for operations in 1961-3. If new support is not forthcoming, data collection and analyses will terminate on July 1, 1962 and 1962-3 will be limited to writing of reports. The technical report series will also be terminated immediately. To conserve funds, subsequent research reports will be distributed as reprints only after publication as journal articles.